

# Business Focused CMMI at Ericsson

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# Introduction

- CMM(I) @ Ericsson
- Business Focus in SPI
- Business driven Assessments
- Benefits



# CMM(I) @ Ericsson

- 1994: Ericsson Rijen Assessed at level 1
  - Improvement program started
- 1995: CMM Level 3!
- Quantitative management program
- 1998: CMM Level 4 assessment -> not reached.
- Business Focused CMMI
  - 2000: CMMI Class C Assessments (SEI Pilot)
  - 2004: CMMI Quick Scan
- Operational Excellence program



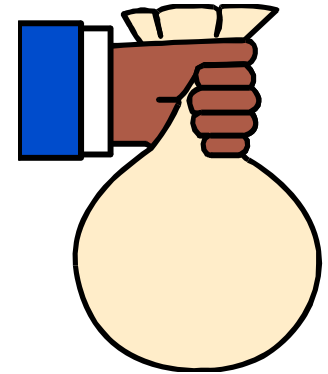
# Problems with early assessments

- Findings are not specific enough
  - Assessing too much
  - Too much time between assessments
  - Assessments are too big and expensive
  - Difficult to link assessments to business benefit
- ➔ Major assessment changes needed!

# Business Focused CMMI!

## ■ Business Focus

- 1: Which business goals?
- 2: Which organisation part to assess?
- 3: Which part of CMMI to use?



## ■ Success factors

- Only assess where you can and want to improve
- Assessment has an orderer and customer
- Business focus in extracting the findings
- Follow up actions after assessment planned
- Regular assessments (1-2 times a year)

# Which assessments (and why?)

- New product area, started development
  - Process Management:  
Verify if processes are sufficiently in place

OPF OPD OT MA  
OPP OID PPQA
- Project Office, previously assessed in 1998
  - Project management:  
Verify improvement results

PP PMC IPM RM  
QPM CM CAR OT
- Product Management, all product areas
  - Requirements Management/Engineer:  
Effectiveness, collaboration ProdMgr – Eng.

RM RD
- Management Team of R&D
  - Decision Analysis & Resolution:  
New CMMI area, improve decision taking

DAR

# CMMI Assessments



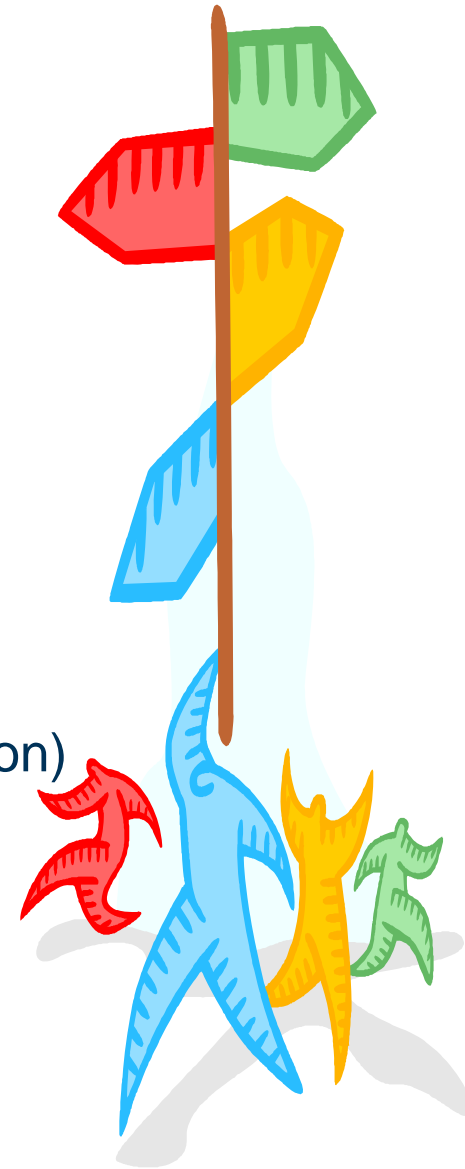
- CMMI SCAMPI Class C Pilot (ARC)
- Excel questionnaire with follow up questions
- Process area selected with orderer
- Locally trained assessors, with SEI support

- Commitment
- Focused
- Relevant findings
- Quick feedback
- Accepted
- Improve (no Level)



# Benefits

- **Assessments Evaluation**
  - Major problems were found
  - Strengths were identified
  - Assessment more accurate than previous ones
- **Investment**
  - Average 75 hours per assessment
  - 6 weeks lead time (proposal -> Final presentation)
- **Value**
  - Limited nr of actions, taken up within weeks
  - Re-enforced strong areas





# More information

- SPider Plenaire sessies
  - Februari 2002: "CMMi - Staged or Continuous?"
  - September 2001: "Reaching business goals by doing frequent CMMi assessments"
- SPider Koerier:
  - Januari 2001: Ericsson: From Staged CMM to Continuous CMMI (and back)
- Automatiseringsgids:
  - Week 44, 2002: CMMI op alle fronten beter
- SEPG Europe Conference:
  - Juni 2001: Reaching Business Goals with Value Adding CMMI Assessments

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